

# looking ahead

..... A monthly report by the National Planning Association on forward-looking policy planning and research — announced, underway and completed — of importance to the nation's future

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## New England Looks at Itself

by Leonard Carmichael

*Chairman, NPA Committee of New England*

*Dr. Carmichael was formerly President of Tufts College, Medford, Massachusetts, and is now Secretary of the Smithsonian Institution, Washington, D.C.*

**F**OUR YEARS AGO this month the NPA Committee of New England was organized in Boston. When it announced that its purpose was to make a study of the region's economy the editors of the Boston "Traveler" declared mournfully, "New England, studied and surveyed almost to suffocation already, is in for another going over."

Historically, their skepticism was justifiable. New England's economic pulse had been taken many times before. Even at the moment of our organizing meeting, two different Federal agencies were conducting new investigations in the region. Why another survey?

The impetus for the Committee of New England project stemmed from a request to NPA from the Joint Committee on the Economic Report of the United States Congress for a study on the impact of Federal policies on New England's economy. This was to be a companion piece, in a sense, to a similar report on the economy of the South issued earlier under the auspices of NPA's Committee of the South.

When NPA had brought together nearly 100 leaders active in New England's agriculture, business, manufacturing, labor organizations, educational and financial institutions, government agencies, press and radio, this group quickly realized its opportunity to make an honest self-appraisal. The project was immediately broadened to include all major aspects of the economic well-being of the New England states, and to provide factual information upon which strong, effective action could be based.

It is gratifying to be able to report that New England's latest "going over" has now resulted in the publication of a 738-page book, "The Economic State of New England."\* And Professor Sumner H. Slichter of Harvard has told me that in his opinion it is

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## The Management Group

● "Recent American economic history has had one development which deserves our attention.

● "This is the growing importance in our national affairs of the industrialists, business men and technicians, called the Management Group....It is this body, large in numbers, who are responsible for the progress and direction of our industrial organization and who manage our productive plants and the many millions of people who work in them.

● "This Management Group has become, without its own solicitation, one of the most important in the United States and, therefore, in the world. Their capacities, their depth of understanding, their sense of identification with the world will have a tremendous influence on the manner in which our country meets its responsibilities in the conduct of its international affairs."

*From a speech by NPA Board Member, Gilbert W. Chapman, President, The Yale & Towne Mfg. Co. Delivered at Paris, France, on The Spiritual Strength of the Western World.*



the most comprehensive regional study ever made.

The report is in a real sense a memorial to the Committee's first Director of Research, Arthur A. Bright, Jr., of the Federal Reserve Bank of Boston, who died in May 1953. The work which he so competently and devotedly initiated has been completed by George H. Ellis, Dr. Bright's successor at the Bank. The staff had the counsel of a Research Advisory Committee of distinguished social scientists headed by Professor Slichter, and Committee members took active roles in the research program through participation in seven study panels. The project was financed by contributions from organizations and individuals throughout New England, and publications expenses have been underwritten by the New England Council.

THERE ARE three fundamental points which the Committee has established in its study: (1) that the New England economy is sound, neither stronger nor weaker than the national economy; (2) that New England's future economic prosperity is inextricably linked with its industrial ability to adopt new techniques and develop new products; and (3) that individuals and organizations in New England must assume the initiative and responsibility for action to advance the region's prosperity. Stripping off complex detail, New England's basic economic problem is to hold what she has and to win more of the competitive battles of the market place.

A major need is to add 15,000 new manufacturing jobs annually during the next few years if manufacturing activity is to grow at the same rate as during the past ten years. "Dependence on manufacturing is forced upon the region by virtue of its resources and location," the Committee of New England points out. While noting that New England manufacturing is making a successful transition from the nondurable goods to the durable goods industries, the Committee finds that "no other region has faced these problems of transition in similar magnitude and demonstrated to the same degree an ability to meet changing conditions with changing economic activities."

Of course, the transition of the New England economy from nondurable goods to durable goods manufacturing leaves certain problems in its wake. One of these is the threat of greater vulnerability to business fluctuations. Another is concentrated unemployment and

idle facilities in certain areas. But "at the same time the transition has created new industries, provided new forms of employment, and stimulated the construction of new industrial facilities."

Instead of causing a decline in New England's income, the transition to durable goods manufacturing has served, on the contrary, to raise the income level. Further opportunities for increasing income lie, the Committee finds, "in up-grading present employment." Thus, "the loss of New England's textile industries, insofar as it results in shifts to higher paying employment, is a necessary concomitant of the process of up-grading."

While the lack of basic resources has precluded the growth of basic heavy industries in New England, the Committee reports that "this development need not be a self-perpetuating disability. As our knowledge expands further, the tendency to shift toward lighter metals may redound to New England's advantage if facilities for producing those metals can be located within the region. Tied in with this development is the possibility that the nation will become increasingly dependent upon overseas sources for basic raw materials. As this transpires New England's advantage resulting from her seaboard location may again become of paramount importance."

C O M P L E T I O N of the study, although a monumental task, is just the beginning. If the work is to benefit more than a handful of scholars, there must be a program of information bringing to New Englanders the economic facts of life about their region. We are hoping that the schools and colleges, newspapers, radio, and television, will help in spreading the findings and recommendations of this study to the people of New England.

\* The Economic State of New England contains chapters on the region's forests; fisheries; agriculture; minerals; water, fuel, and energy; vacation business; people and their employment; employment fluctuations; wages; labor-management relations; financial resources and their use; freight rates and competitive position; transportation system and its use; industrial management; technical research; financial relations with the Federal Government; state and local taxation and expenditures; business and economic information. There are also two interpretive sections which trace the economic history of the region and make recommendations for the future.

From: Yale University Press, New Haven, Conn. October 1954. 738pp. \$6-\$4.80 to NPA members.

# Announcing NPA's National Council

## Committee of 1000 Outstanding Citizens Being Formed

UPON THE OCCASION of NPA's 20th anniversary year, H. Christian Sonne, Chairman of the Board, has announced the formation of the National Council of NPA to expand NPA's activities in group cooperation. The first gathering of the new body will take place Tuesday, December 14 prior to NPA's Annual Dinner in Washington, D. C. Nearly 500 leaders in agriculture, business, labor, and the professions have accepted membership. The Council will be limited to 1000 members and will be representative of all geographic areas in the country.

"For some time," Mr. Sonne said, "NPA has been seeking ways and means to enlist a larger group of intelligent and outstanding men and women in broadening the joint approach by private groups to look ahead and plan for the future. In addition to our own Board and Committee members, we need many other leaders who will spread the message of NPA, stimulate more democratic planning for the nation's future, and help us to broaden the base of our support. The future of the United States and the hope of all mankind depend largely upon the ability of America and Americans to plan wisely in the years ahead in the economic, military, political, and social fields. In establishing the National Council we wish to focus the wisdom and experience of more leaders on the development of better methods for reaching solutions to our national problems, and to inform the American people of these solutions." According to Mr. Sonne, the National Council will not be a policy-making group like the Standing Committees.

The National Council will have no corpor-

ate organization apart from NPA. William L. Batt, former NPA Chairman, heads its Membership Committee. Serving with him are: J. M. Barker, James Bruce, Harry A. Bullis, William L. Clayton, Gertrude Ely, Thomas K. Finletter, Clinton S. Golden, Albert J. Hayes, Murray D. Lincoln, Robert Oliver, James G. Patton, Sumner T. Pike, Elmo Roper, Arnold S. Zander, and J. D. Zellerbach.

Mr. Batt pointed out that the National Council would provide NPA with an important sounding board of informed opinion. "Through occasional polls of the members we shall be able to obtain guidance for the research program of the NPA," he said. "We shall keep our Council members informed of all activities of the Association and ask them to do what they can to encourage the dissemination of these findings whenever and wherever they think suitable. You might say that through the Council we are bringing together a group of friends who will help the NPA when they can and who will give their frank judgment and advice on ways in which the NPA can better serve the nation."

IN ANNOUNCING the Council, Mr. Sonne revealed that its formation was authorized by the Executive Committee more than a year ago. Since then the Membership Committee has been obtaining nominations and is continuing to issue invitations. Already quotas have been reached in Arizona, District of Columbia, Maryland, New Hampshire, New York, North Dakota, Utah, and Virginia.

A list of the members of the National Council is obtainable by writing to NPA headquarters.

## Tax Law and Corporate Giving

THE LATEST Treasury Department figures on tax-exempt corporate giving reveal a jump from \$252 million in 1950 to \$343 million in 1951. The major reasons for this 36 percent increase in corporate donations probably were the reimposition of the excess profits tax in July 1951 and also the publication in August 1951 of NPA's report "The Five Percent" which alerted management to the resulting change in the cost of making tax-exempt contributions for the support of education,

science, and welfare.

The new 1954 tax law contains a number of changes with respect to corporate giving, making it easier for corporations to give larger amounts to tax-exempt causes:

- Corporations have been granted a two-year deduction carry-over. This means that contributions exceeding five percent in any one year may be carried over and deducted during the following two years provided that total deductions in any year do not exceed five percent of the net income before taxes. The carry-over must be made in each case to an



immediately succeeding year; so, if a year is skipped, the carry-over privilege from preceding years is lost.

- Under the old law, a net operating loss carry-back could have caused a loss of, or a reduction in the total of, the permissible five percent deduction by reducing the amount of taxable income in the earlier years. Now, a corporation may disregard the effects of an operating loss carry-back in applying the five percent deduction in the earlier years.

- No deduction under the five percent provision is permitted for a transfer of funds to a corporate foundation or charitable trust in which the donor corporation retains a reversionary interest worth more than five percent of the property.

Once a corporation decides it will set up a corporate giving program, a valuable guide to the main fields of corporate giving and the practical do's and don't's of corporate giving in each field can be found in NPA's "Manual of Corporate Giving."

"Looking Ahead" readers can obtain copies of "The Five Percent" without cost by writing to "Looking Ahead" at NPA headquarters. ◀

## Government and Science

SCIENCE AND SCIENTISTS have made a tremendous impact on Government in the past 15 years. An indication of their elevated status can be found in the Federal budget—expenditures for research and development are about \$2 billion per year, as compared to \$10 million in 1900 and less than \$100 million in 1930. Our military strategists are convinced that fundamental scientific breakthroughs beyond radar, jet propulsion, and nuclear fission hold the key in the power struggle with the Soviet Union.

The issues and intricacies of the new Government-science relationship are examined by Don K. Price in his new book "Government and Science." Mr. Price worked on the legislative plans for the Atomic Energy Commission and the National Science Foundation, and later served as Deputy Chairman of the Defense Department's Research and Development Board. He is now Associate Director of the Ford Foundation.

Not only are increased appropriations cited by Mr. Price as evidence of science's great prestige; there is also its high place in the Government hierarchy. During World War II the Office of Scientific Research and Development was installed in the Executive

Office of the President and its head, Dr. Vannevar Bush, reported directly to the President. In each military service, a research and development organization with no operational responsibilities now has direct access to the top military command. Similarly, the Secretary of Defense has a civilian Assistant Secretary to advise him on scientific matters. And, in the Atomic Energy Commission the General Advisory Committee, which is looked on as the official spokesman for the scientists and engineers in advising the Commission, has full access to secret information and the privilege of meeting regularly with the Commission.

THE EMERGENCE of science as a full-fledged partner in tackling critical national defense problems poses, as Mr. Price calls them, an "uncomfortable pair of dilemmas." How can science's independence and its tradition of academic freedom, be reconciled with heavy Government support and security regulations?

The question of Federal financial support for science has been solved quite satisfactorily, indicated Mr. Price, through Federal contracts with industrial laboratories and universities. In this way, private institutions contribute their skilled personnel and facilities to the solution of a wide variety of tactical and strategic problems, with a minimum of Federal control.

Universities have set up independent establishments for much of their contract work. The Argonne Laboratory at the University of Chicago, supported by the Atomic Energy Commission, now has a budget larger than that of the entire university before the war; while the expenditures of the Lincoln Laboratory at M.I.T. are more than the Institute spends on teaching its students. In other cases, private corporations like the Rand Corporation have been organized solely for the purpose of carrying on Governmental scientific programs.

Although the contract system has worked very well so far, "several issues already are arising," says Mr. Price "that will almost certainly be impossible to settle except by the decision of politically responsible executives or by legislative action."

AFTER first posing the national security vs. individual freedom dilemma, Mr. Price, upon considering it in greater detail, refuses to accept it as a real dilemma. His basic

premises are very clear:

"I believe our national government exists primarily to protect individual liberties and not to restrict them, and I think the doctrine that the end justifies the means very dangerous medicine for a political system. On the other hand, I am afraid there is no question that those scholars and scientists who talked of the problem of secrecy as if spies did not exist, and as if counterintelligence measures were unnecessary, were not aware of the kind of world they have the misfortune to live in."

It is his feeling that a great deal of the difficulty over the security system arose "not from any fundamental conflict between scientific freedom on the one hand and security considerations on the other, but from political irresponsibility and sheer incompetence."

**WHAT IS NEEDED**, indicates Mr. Price, if the long-range partnership between Government and science is to be a sound one, is a greater realization of the limitations of science. The big policy questions cannot be answered with scientific precision. Whether we build more long-range bombers, or more battleships, or more interceptor planes, or something else depends also on considerations of economics, politics, and diplomacy; a far different matter from increasing a plane's speed which, for example, can be handled by research.

Under our political system the men of affairs—the President, his advisers, and the Congress—make the big political decisions in the area where human wisdom and experience are the criteria, whereas in the lower policy levels technical specialists deal with scientific problems which can be solved by precise research. However, our system, says Mr. Price, now demands of the specialists a broader outlook and of the men of affairs a wider appreciation of the additional insights provided by science.

Between the political leaders and the specialists the need is for an intervening layer of high-caliber administrators—of men educated in the humanities and the social sciences "who have an understanding of the role of the natural sciences in government and society" and of men educated in science "who can appreciate the problems faced by the politician and the administrator, and who will, some of them, shoulder the burden of the direct administration of national affairs."

(From: New York University Press, Washington Square, N.Y. 3. 1954. 203 pp. \$3.75)

## *— the people of NPA —*

Beardsley

Ruml



NPA Vice Chairman Beardsley Ruml, widely known as originator of the pay-as-you-go income tax plan, is a native of Cedar Rapids, Iowa—with a B. S. from Dartmouth College, 1915, and a Ph. D. from the University of Chicago, 1917. Mr. Ruml is a man whose new ideas and inexhaustible energy are successfully applied to a wide scope of activities. He is director and adviser to a number of large business corporations including Bulova Watch Co., General American Investors, Inc., Encyclopedia Britannica, Inc., and numerous others. For more than 30 years he has been an adviser to the Government in many fields and has served as Chairman of the Board of the Federal Reserve Bank of New York. To give only a sampling of his activities in education, art, and economic research—he is a director, trustee, or member of the Citizens Commission for the Public Schools, American National Theater & Academy, Dartmouth College, Fisk University, Museum of Modern Art, National Bureau of Economic Research, and Committee for Economic Development. He is author of several books on business economics and philosophy, and national economic policy; co-author of NPA's "best-selling" pamphlet, "The Five Percent," and originator and co-editor of NPA's "Manual of Corporate Giving" published in 1952. As chairman of the NPA Business Committee—and member of its Steering Committee—Mr. Ruml believes the Business, Labor, and Agriculture Committees should work jointly on basic issues and that their aim should be either to reconcile their special interests or to give a clear and explicit account of the points of difference.

## Principle and Practice

### *Religious Viewpoints on the Race Problem*

THREE illuminating pamphlets written by religious leaders for UNESCO's series, "The Race Question and Modern Thought," explore the doctrines and practices of the Catholic Church, the Ecumenical Movement, and Judaism toward the race problem. What emerges as the underlying belief of all three faiths is the profound conviction of the unity and dignity of men as children of God. Each author states this fundamental in terms of his own religion, but the meaning is identical.

In order to fully consider the race problem, the writers carefully examined the principles, practices, and history of their respective faiths. By so doing, the series emerges as a short, yet intensely provocative record of the basic principles of our Western civilization. Actual practice as well as principle is stressed—especially in the pamphlets reviewing Catholic and Ecumenical thought on the race question.

The pamphlet on Judaism does not deal with present-day racial tensions, but is concerned only with Judaism's specific contribution to world civilization. UNESCO's purpose in so orienting this study was, as is stated in the preface, "to refute the accusation of 'racism' so often levelled against the Jews, by underlining what, in Judaism, is the very negation of racial exclusivism; and second, to record the extent of the debt humanity owes to Judaism."

AFTER CONSIDERING the opposition of the Catholic Church to the principle of racial superiority, the pamphlet by Reverend Father Yves M.-J. Congar, O.P. discusses the practical policy of the Church with regard to the race problem.

It is clear, says Father Congar, that there are many groups at different cultural and political levels—but these real inequalities, which spring from the chances of history and sometimes of geography, have nothing to do with any basic hereditary or genetically inevitable inferiority. Regardless of their cultural or political attainments, all men, because they are human beings, have certain rights in common. A Pastoral Letter on the social and racial problem issued by the Catholic Archbishop and Bishops of South Africa in 1952, and quoted by Father Congar, enumerates these primary rights—"the right to

life, dignity, sustenance, worship, to the integrity, use and normal development of faculties, to work and the fruit of the work, to private ownership of property, to well-being, to sojourn and movement, to marriage and the procreation and education of children, to association with one's fellow-men."

Where these and other less fundamental economic rights have not been recognized, it is the duty of the State, of employers, and of all those in "positions of influence" to "create or promote the best conditions for the exercise of those rights."

THE PAMPHLET on the Ecumenical Movement by Dr. W. A. Visser 'T Hooft considers in greater detail the concrete situations in which the various Protestant, Anglican, and Orthodox Churches have found themselves with respect to the race problem.

In many cases, says Dr. Visser 'T Hooft, practice was and is far less than perfect. Yet as he points out, a full record of Church practice also shows devoted adherence to and courageous suffering for the principle of equality and human brotherhood.

In conclusion, Dr. Visser 'T Hooft agrees that, "There is a serious gap between what the Churches know to be right and true and what they actually do in situations of conflict or social pressure." However, the essential point is that they have "rediscovered" their mission—"to direct the searching light of the Christian message upon evil practices which have become embedded in the institutions and laws of the nations."

("The Catholic Church and the Race Question." 62 pp. 40¢; "The Ecumenical Movement and the Racial Problem." 70 pp. 40¢; "Jewish Thought as a Factor in Civilization." 64 pp. 40¢; From: Columbia University Press, 2960 Broadway, N.Y. 27. 1954) ◀

### Managing the Federal Debt

ECONOMIC STABILITY—high employment, rising production, and steady prices—should be the goal of national debt management policy, according to a policy statement issued by the Committee for Economic Development. Other objectives, such as keeping down the total interest burden, are of secondary importance. After examining post-war debt structure and policy, the statement recommends certain changes in the Federal debt structure which, however, should be adjusted to changing economic conditions:



The amount of very short-term marketable debt, due within one or two years, should be smaller;

Most of the increase to take the place of the reduced volume of short-term marketable debt should be in the marketable debt of intermediate term, say up to ten years;

The long-term marketable debt outstanding should be moderately larger;

A larger part of the total debt should be in the form of savings bonds.

(From: Committee for Economic Development, 444 Madison Ave., N.Y. 22. 1954. 34 pp. Free.)

## — through the Looking Ahead glass —

### Portable Nuclear Power Plant

AT A RECENT Conference on Atomic Energy in Industry held by the National Industrial Conference Board, the Chief of the Army Reactors Branch, Atomic Energy Commission, reported on the latest developments in the military program for the use of small nuclear power plants. Bids have been sent to 33 qualified firms to submit proposals for the design, construction, and test operation of such a plant, to be built at Fort Belvoir, Va. Components of the plant are to be transportable by air.

Military interest in small nuclear reactors stems from the growing demand for electric power in military establishments. Electric power is increasingly being used for handling cargo, for propelling ships, for operating overseas storage and repair shops, for the complicated equipment at air bases, for the widespread radar network, and for the control and direction of modern gun and missile systems.

Installation of nuclear power plants at remote bases would result in logistic savings of conventional fuel, and transportation facilities and personnel needed to supply this fuel. In particular, certain arctic stations were found to have very high power costs due to the cost of fuel and the large standby capacity required. It was decided, therefore, that the nuclear power plant in Fort Belvoir should be designed and built for arctic conditions.

According to the Chief of the Army Reactors Branch, persons interested in the use of smaller nuclear plants for isolated rural areas, mining camps, and lesser developed countries have expressed their intention to follow closely the

development of this small military plant. ◀

## Progress of Applied Research

### *A Comparative Study of Applied Scientific Research in Europe and North America*

APPLIED research is flourishing in the United States as never before, and is steadily picking up impetus in Europe. Based on the conclusion that practical application of scientific and technological advances is essential to increased national productivity, the Organization for European Economic Cooperation (OEEC) has been active in gathering data which will help speed up the development of applied research facilities in Europe.

One of OEEC's projects along this line was to send two international teams of top research people to twelve European countries, the United States, and Canada, for the purpose of comparing the approach to practical problems in applied research. At least 160 government and private research establishments were visited on both sides of the Atlantic. Material gathered during the trip has been summarized by OEEC in a report on applied research, the first booklet of which considers general attitudes to such research in the countries visited, as well as more detailed problems of finance, staffing, and organization. Two other booklets describe the status of applied research in individual countries—the section covering the United States being the fullest and most comprehensive in treatment.

THE UNITED STATES, says the report, offers Europe a clear example of how a "refreshingly direct and down-to-earth approach to the problem of applying and exploiting research results" can pay off in terms of national and industrial prosperity. What Europe needs is greater "commercial initiative on the part of the applied scientist and more direct support and recognition of the production and profit potentiality by industry and Government."

Sponsored research institutes that in the United States combine practical scientific proficiency with business drive typify the kind of arrangement, according to the report, that European applied research might do well to imitate. Since these institutes are self-supporting and in some cases profit-making, they have to be constantly on the alert to find bigger and better research markets, provide industrially useful results, advertise their services

and successes, and eliminate unnecessary costs.

Other American practices that might profitably be followed in Europe, notes the report, are the training of research leaders in elements of business management and the use of cost controls.

However, none of the nations visited has solved all its research problems. In the United States, the heavy emphasis on applied research results in less attention to basic research and to teaching facilities. In addition, budgetary and contract procedures of the U.S. Government are still too cumbersome for efficient handling of large-scale Government-supported research projects. The report also points out that Canada and Great Britain have gone much further toward providing adequate salaries for highly qualified researchers who do not possess administrative ability.

**A**LTHOUGH the United States has some difficulties to iron out in the over-all balance and details of its research organization, the report indicates that a more immediate need is for Europe to make some major changes in its approach to applied research. ("The Organisation of Applied Research in Europe, the United States and Canada." 1954. Vol. I "A Comparative Study." 80 pp. \$1; Vol. II "Applied Research in Europe." 192 pp. \$2; Vol. III "Applied Research in the United States and Canada." 120 pp. \$1.25. From: OEEC, 2002 P St., Wash. 6.)

## International Education

**A** REPORT on foreign students in U.S. colleges and universities is now available from the Institute of International Education, whose President is Kenneth Holland, a member of NPA's International Committee.

In the fall of 1953 there were almost 34,000 students studying in the U.S. from 129 different nations, dependent areas, trust territories, international administrations, and areas ruled by military governments. Endorsed by Congressional committees, by national leaders in the U.S. and abroad, the student exchange movement may bring increasing numbers of young foreign citizens to our educational institutions in coming years.

In his foreword, Mr. Holland expresses the hope that the report "will encourage more groups and individuals in this country to become interested in the foreign students enrolled at institutions in their area, and to take part in hospitality and education programs which will bring the foreign student and the American community into a closer relationship." ("Annual Census of Foreign Students..." From: Institute of International Education, 1 E. 67th St., N.Y. 21. 1954. 33 pp. Free.)

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